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1944

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Guide for Liaison Officers supervising War Food Administration Achievement "A" Award Ceremonies



Supplement to the WFA
Achievement "A" Award
Manual for Food Processors

WAR FOOD ADMINISTRATION
Washington, D.C., January 1944

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GUIDE FOR LIAISON OFFICERS SUPERVISING WAR FOOD ADMINISTRATION ACHIEVEMENT "A" AWARD CEREMONIES

INTRODUCTION

1. General

This guide has been prepared for the convenience of Liaison Officers assigned to supervise arrangements for War Food Administration Achievement "A" Award ceremonies.. It is designed as a ready reference to provide a clear understanding of the award program, so that effective administration may be obtained.

By giving an over-all picture of objectives, policies, and regulations, many difficulties that arise for the Liaison Officer in planning the ceremonies with representatives of management and the employees of award-winning plants may be avoided, and *prompt rulings on routine matters may be furnished in the field without the necessity of referring them to higher authority in Washington.* If there appears to be any doubt, however, the Liaison Officer should immediately contact the Industry Operations Branch, Office of Distribution, War Food Administration, Washington 25, D. C.

2. Objectives

The Achievement "A" Award is granted to employees and management alike, and represents joint recognition by the War Food Administration and the Army and Navy of the important contribution that food-processing plants are making to the war effort by helping to keep our fighting forces, our allies, and our workers on the home front well-nourished. *Therefore, the guiding principle in all arrangements for the presentation ceremony and attendant publicity must stress the "A" award as an equal labor-management achievement.* Inasmuch as both employees and management receive the flag, there must be no distinction, both are entitled to wear the pins, and both must be equally represented in the Achievement "A" Award ceremonies.

Aside from the tribute of the War Food Administration and the Army and Navy for a wartime job "well done," the award has even greater significance. It is a challenge for both employees and management to improve their records still further, and it is an incentive to non-winning plants to better their performance so as to merit the highest honor that can be bestowed on food processors by the Federal Government.

3. Authority

The Industry Operations Branch of the Office of Distribution, will be responsible for general policies and procedures regarding the "A" awards and will issue instructions in connection therewith. This Branch will also handle all liaison with the Army and Navy, except as it may prescribe otherwise.

The Marketing Reports Division will be responsible for public relations matters in connection with the "A" award, as with other programs, and will issue instructions on the handling of such matters within the framework of general policies and procedures prescribed by the Industry Operations Branch. A similar division of responsibility will be followed in the Regional Offices insofar as is practicable.

The Regional Director is expected to take appropriate steps for coordination of instructions and materials directed to Liaison Officers, who are responsible for arrangements in connection with award ceremonies.

The authority for the cooperation of the Army and the Navy in participating in the award ceremonies is contained in letters to the War Food Administration from the Under Secretary of War, dated December 10, 1943, and from the Under Secretary of the Navy, dated December 5, 1943.

Duties of the Liaison Officer and the Marketing Reports Division Representative

There may be instances in which the Regional Director will appoint a member of the Marketing Reports Division to assist the Liaison Officer in all matters pertaining to public relations in connection with the "A" award ceremony.

In such instances the Marketing Reports Division representative will be held responsible for all public relations matters in connection with the presentation ceremonies insofar as they relate to press and radio coverage, printed materials, advertising tie-ins, and other forms of public recognition. He will work closely with the Liaison Officer in such a manner that their coordinated efforts will result in a smoothly conducted ceremony, with the "A" award receiving the proper amount and type of public recognition.

When a Marketing Reports Division representative is appointed, any reference to the Liaison Officer in this manual will refer to the Marketing Reports Division representative insofar as the duties pertain to public relations as outlined in the above paragraph.

When a Marketing Reports Division representative is not appointed to assist the Liaison Officer, all the duties and functions delegated to the Liaison Officer outlined in this manual will be performed by the Liaison Officer. In such instances, the Marketing Reports Division in the regional office will instruct the Liaison Officer in the handling of public relations and will supply him with appropriate materials.

4. Policy Highlights

Several important points of policy stand out above all others in planning a ceremony. These highlights include:

(1) Equal labor-management participation in all phases of an "A" award ceremony and the arrangements preceding it.

(2) Ceremonies must be short, simple, and dignified, and must follow the official program outlined in the War Food Administration "A" Award Manual to be mailed to the award-winning plant. In no case may the ceremony last more than 30 minutes.

(3) If a dinner or other entertainment is planned in connection with the award, it must be held *after* the ceremony, as any sort of social gathering either before or during the ceremony would detract from the dignity which should surround the actual presentation of the award.

It is the duty of the Liaison Officer to inform both labor and management representatives of policies at the outset of his conferences with them, and to make sure that they understand them. If necessary, he should tactfully point out to them that there will be no Army or Navy participation in the ceremony unless these policies are observed.

If extraordinary circumstances should make necessary any deviation from the official policies, they must be communicated by the Liaison Officer *directly to the Industry Operations Branch, Office of Distribution, War Food Administration, Washington 25, D. C.* These requests for deviation must be *approved in writing* by the Industry Operations Branch before any definite arrangements are made.

5. Operational

To assist the Liaison Officer in planning for the ceremony, details of specific policies will be outlined in succeeding pages of this guide. These pages refer to specific sections in the War Food Administration "A" Award Manual.

Thus, the guide should be used as a supplement to the manual which has been furnished to the Liaison Officers and to the award-winning plants.

In this guide the Liaison Officer has material available for immediate answers to questions propounded by employee and management representatives during the page-by-page discussion of the manual at initial conferences. This should accelerate definite agreement on ceremony details.

THE WAR FOOD ADMINISTRATION ACHIEVEMENT "A" AWARD

(Page 2 ... WFA "A" Award Manual)

The Liaison Officer should call the attention of the plant to the material on page 2 of the War Food Administration "A" Award Manual. It is a concise description of the award program, which can be reproduced conveniently in the formal program of the ceremony without risk of misstatement. It will fill about one page of an ordinary program, and it may be used as a foreword.

BASIS FOR DETERMINING PLANTS TO RECEIVE THE AWARD

(Page 3 ... WFA "A" Award Manual)

The Liaison Officer should point out that the material on pages 2 and 3 is especially useful in publicity, such as advertising and news stories, on the significance of the War Food Administration Achievement "A" Award to the particular plant. These data may be found helpful also for inclusion in speeches at the formal presentation ceremony.

PLANNING FOR PRESENTATION CEREMONY

(Page 3 ... WFA "A" Award Manual)

The initial contact by the Liaison Officer with an award-winning plant is perhaps the most important contact in the award presentation program. It is on this occasion that the groundwork is laid. The success of this groundwork and a thorough understanding of policies by all affected parties will assure an effective and proper formal presentation ceremony later.

Before making this contact, the Liaison Officer will have received notification from the Industry Operations Branch in Washington, D. C., of the date of the letter from the Director of Food Distribution notifying the plant that it has won the award, and the date of the news release announcing the award from Washington, D. C.

The Liaison Officer and the award-winning plant, in the initial contact, will agree upon a tentative date on which the ceremony can be held. *The ceremony should not be scheduled earlier than 3 full weeks from the date of the initial contact.* In addition to the tentative date agreed upon (which will be assumed to be the preferred date), the Liaison Officer will request the plant to furnish optional dates on which it would be convenient to hold the ceremony. These optional dates should be

designated so as to follow within a few days the tentative (or preferred) date which has been agreed upon. This is necessary in the event that it is not possible for the armed services to furnish a speaker on the first suggested date.

The procedure for obtaining an Army or Navy speaker for ceremonies varies in the War Department and in the Navy Department. We are therefore outlining the procedure that will be followed by each of these Departments relative to speakers.

After the Liaison Officer wires the Industry Operations Branch the preferred and optional dates on which it will be convenient for the plant to hold the ceremony, the Industry Operations Branch in Washington will transmit this information to the armed service (Army or Navy) that will conduct the particular ceremony.

Ceremonies to be conducted by the Army: The War Department will advise the Industry Operations Branch in Washington the definite date for the ceremony. The Industry Operations Branch will, in turn, wire this information to the Liaison Officer. When the military speaker is later assigned, the War Department will advise the Industry Operations Branch, and that Branch will wire the Liaison Officer the name, rank, and address of the military speaker. The Liaison Officer should contact the speaker immediately, verifying the details with him.

Ceremonies to be conducted by the Navy: The Navy Department in Washington will communicate with the Commandant of the Naval District in the region where the ceremony is to be held, furnishing him the date on which the plant desires to hold the ceremony and requesting that a naval officer be designated as the speaker. The Navy Department will also advise the Commandant the name, address, and telephone number of the WFA Liaison Officer in charge of the arrangements for the ceremony, and request that the designated speaker contact the Liaison Officer. The Navy Department will also enclose with their letter to the Commandant a copy of the War Food Administration Achievement "A" Award circular and a sample speech, requesting that they be forwarded to the designated speaker. *As soon as the Liaison Officer is advised of the fixed date for the ceremony and the name of the speaker assigned, he will wire this information to the Industry Operations Branch in Washington.*

Briefly, where ceremonies are to be conducted by the War Department, the Liaison Officer will be advised of the name, rank, and address of the military speaker by the Industry Operations Branch in Washington, and the Liaison Officer will contact the military speaker.

Where ceremonies are to be conducted by the Navy Department, the Navy speaker designated by the Commandant of the appropriate Naval District will contact the Liaison Officer.

No final arrangements should be made for the ceremony until the Liaison Officer is advised of the definite date that has been fixed for the ceremony.

The Liaison Officer should advise the plant that under no circumstances should it contact the armed services directly with reference to obtaining an Army or Navy speaker for the ceremony, as this must be handled through official channels here in Washington. At the present time the Army and Navy personnel available to conduct these ceremonies is so limited that the War and Navy Departments can furnish personnel for this work only when it does not interfere with their other duties. However, the armed services are doing their utmost to furnish speakers for award ceremonies. From a patriotic standpoint, everyone concerned should cooperate with them by conforming to their policy of furnishing speakers that are available through their regular official channels. If the plant should attempt to obtain an Army or Navy speaker directly, it would result in embarrassment to the War Food Administration, the armed services, the plant, and oftentimes to the officer who may have been invited to speak by the plant.

As soon as the Liaison Officer receives the name and address of the Army or Navy speaker, he should furnish the speaker, by special delivery mail, or telephone if necessary, a BRIEF resumé of the most noteworthy features of the plant's contribution to the Nation, such as the most outstanding products processed, special packaging, use of non-critical materials, remodeling of plant machinery, or any information that he might like to use in his speech at the ceremony. It is especially important that the Army or Navy speaker be advised as to whether the plant employs organized labor, and if so, the name of the Union. The basic part of his speech is already prepared, so additional data, most of which may be obtained from the copy of the nomination in the regional office, must be brief.

In addition to receiving the letter of notification from the Director of Food Distribution, War Food Administration, with instructions to display the letter on the plant bulletin board, the award-winning plant also will receive a copy of the War Food Administration "A" Award Manual, a Note of Instructions, a form certifying its requirements for War Food Administration Achievement "A" Award flags and "A" Award pins, and order forms for the flag and pins. The name and address of the Liaison Officer assigned to the ceremony are given in the Note of Instructions, and the company is advised to withhold arrangements until it has conferred with the Liaison Officer.

The first contact by the Liaison Officer with the plant shall be made *in person* within 48 hours after the company has received the letter of notification. If it is impossible to make this personal contact within 48 hours, immediate contact should be made by telephone and followed up by a personal visit as soon as possible thereafter. By this time, company officials probably will have familiarized themselves with details of the literature sent to them.

It is *essential* that an employee representative shall attend the initial contact conference so that both labor and management may share equally in the arrangements, and that both may be in complete accord in regard to the ceremony.

At the first meeting, it is necessary for the Liaison Officer to:

(1) Impress upon them the policy of the War Food Administration and the Army and Navy toward the ceremony, and procedures governing it. It is important to avoid any suggestion of compulsion to hold a ceremony. The Liaison Officer's attitude should be one of assumption that "the company will wish to have a suitable ceremony." However, no award will be made to a seasonal processing plant that has completed operations unless a ceremony is held.

(2) Obtain necessary information for himself in order to answer the questions contained in the "Report on Original Contact," which has been furnished the Liaison Officer.

(3) Emphasize to the company the necessity for *promptly* filling out and mailing the flag and the pin order forms to the Industry Operations Branch, Office of Distribution, War Food Administration, Washington 25, D. C., so that the award materials will reach the plant before the date of the ceremony.

(4) Make certain that the company is taking proper steps with regard to publicity. Suggestions concerning this are contained in a "kit" prepared by the Marketing Reports Division for the use of Marketing Reports Division personnel and the Liaison Officers.

(5) Army or Navy speakers will be furnished on the basis of availability by the War or Navy Departments. The Regional Director will also appoint a speaker to represent the War Food Administration at the ceremony.

Immediately upon completion of the first contact meeting, the Liaison Officer must fill out and send to the Regional Director of the particular region involved a copy of the "Report on Original Contact." A copy should be sent to the Industry Operations Branch, Office of Distribution, War Food Administration, Washington 25, D. C. A third copy should be sent to whichever of the following armed services is to supply the speaker: War Department, Office of Technical Information, Office of the Quartermaster General, Room 1-1010 Temporary "A" Building, 2d and R Streets, SW., Washington, D. C.; or Navy Department, Awards Section, Industrial Incentive Division, 2118 Massachusetts Avenue, NW., Washington, D. C. A fourth copy should be retained by the Liaison Officer for his own files.

The contact report should include a statement as to the *exact time and place* of the ceremony. This information is necessary to enable the Industry Operations Branch to answer inquiries from Federal agencies and other sources.

If a company decides to hold no presentation ceremony, the Liaison Officer should ascertain the reason, and communicate this immediately to the Industry Operations Branch, Office of Distribution, War Food Administration, Washington 25, D. C.

1. Place and Time of Ceremony

(Page 5 ... WFA "A" Award Manual)

Wherever possible, ceremonies shall be held in the plant receiving the award, on plant property, or property adjacent thereto. This will avoid loss of time in going to and returning from the ceremony, and will overcome gasoline and tire rationing difficulties. Moreover, it will serve to connect the award directly with the work in the plant which relates to the armed services.

If the plant decides to hold an outdoor ceremony, the Liaison Officer should suggest the advisability of arranging for space indoors in the event of inclement weather. Frequently, advance weather forecasts can be obtained, and these may prove valuable in making final preparations for the ceremony.

Ceremonies shall not be held in conjunction with nor on the same day as plant rallies, War Bond rallies, mass entertainments, or other functions involving the same group of individuals or a large portion of that group who are principals in the War Food Administration Achievement "A" Award presentation.

Arrangements should be made for a plant visit by visiting War Food Administration and military personnel to emphasize the interest of the War Food Administration and the Army and Navy in work of the employees. Sometimes it is preferable to hold these visits during the night shift for the effect of morale. These workers may feel that they are being overlooked in the ceremony because they may not be able to attend daytime presentation exercises.

Extraordinary circumstances may make departures from these policies unavoidable. In that event, the departures must be cleared by the Industry Operations Branch, Office of Distribution, War Food Administration, Washington 25, D. C. This approval will be given only if such a departure facilitates the holding of a ceremony, and tends to make it more impressive to those actually receiving the award. No approval will be given if the departures appear designed to impress individuals not present at the presentation, or if they seem to involve undue expense.

2. Equipment for Ceremony

(Page 5 ... WFA "A" Award Manual)

To avoid confusion the Liaison Officer should assist plant representatives in the seating arrangements for the platform group. Before the seating on the platform, it is well to mark the seat of each chair with a small slip of paper containing the name of the individual. A plant representative should be delegated to instruct members of the official party as to the exact location of their seats before they appear on the platform.

The platform should be open or have only a low rail so that the audience may have a clear view of the official party. It may be desirable to have a background to clearly frame the speakers and other members of the official party on the platform. Drinking water should be available for the use of speakers. Photographers should be discouraged from operating from positions that would obscure the audience's view of the ceremony.

Arrangements for a uniformed color guard should be made by the plant itself, as it will in most instances have contact with a local veterans' organization, the Boy or Girl Scouts, or it may have a uniformed organization within its own plant.

Appropriate music should be provided by the plant. If the program is to be broadcast, the management of the local radio station will usually call the plant's attention to the station's regulations concerning the use of nonunion musicians.

3. Speakers and Guests

(Page 6 ... WFA "A" Award Manual)

It is particularly important to stress the necessity of having a Master of Ceremonies who can move the program along on clockwork schedule without interjecting witticisms or other extraneous material into the ceremony, which is a War Food Administration--Armed Services--Employee-Management affair.

Every effort should be made to discourage the inviting of too many "outside" guests, whose presence would detract from the prime purpose of the award. It is natural that a plant--proud of the honor--will want to invite its friends. It must be emphasized, however, that the official ceremony program outlined in the Achievement "A" Award Manual must be followed.

This means that participants should be limited to representatives of plant management and plant employees (including their respective families, provided this does not conflict with Plant Security Rules), the War Food Administration, War Department or Navy Department representatives, and the Master of Ceremonies. The Master of Ceremonies will make the introductory remarks. If extraordinary circumstances should make it necessary to have an additional speaker, he, not the Master of Ceremonies, will make the introductory remarks which are not to exceed 2 minutes.

It should be impressed upon an award-winning plant that speakers are obtained through regular channels to avoid misunderstanding and slip-ups in arrangements. The plant should never contact either the Army or Navy directly for its speakers. The procedure outlined on pages 3 to 6 of the War Food Administration "A" Award Manual should be followed except in extremely urgent cases where deviations are authorized by the Industry Operations Branch. *The selection of a speaker and the date of ceremony will be verified, based upon the availability of an Army or Navy official, as soon as possible after the plant is notified of the award.*

Usually it is desirable to have the plant manager or superintendent, as the management representative, to make the speech of acceptance of the award flag. Selection of employee representatives is sometimes more difficult and often involves diplomacy and tact on the part of the Liaison Officer.

If a collective bargaining agency exists in the plant, representatives of that agency will represent the employees in the ceremony and make the pin acceptance speech. If two or more unions have contractual relationships with the plant, representatives of both or all will participate in the ceremony, and they will jointly select a representative to make the acceptance speech. If there is no union but there is a labor-management committee, a labor representative of that group will make the speech for the employees.

If no union or labor-management committee exists, an Awards Committee should be formed by vote of or other means of selection by the employees. All members of this group will receive the pins at the token presentation, and one of them will make the pin acceptance speech on behalf of the employees.

4. Publicity and Advertising

(Pages 6 and 7 ... WFA "A" Award Manual)

At the initial contact meeting, the Liaison Officer should make certain that the company is taking proper steps with local newspapers and radio stations--if used--in laying effective plans to announce the general program and follow up with details.

SUGGESTED SUITABLE LOCAL PUBLICITY

- (1) Editorials in local newspapers.
- (2) Spot news in local newspapers and on local radio station programs.
- (3) Congratulatory messages to the company and employees from Senators and Representatives of the State and district, the Governor of the State, the Mayor of the city, and other State, county, or city officials.
- (4) Congratulatory messages from other industries of the city or State.

Other ideas and materials for local publicity will be furnished by the Washington and Regional Marketing Reports Division.

ADVERTISING AND PUBLICITY

The Marketing Reports Division at Washington, D. C., delegates to the Liaison Officer the responsibility for checking carefully, in advance, all local publicity and advertising material concerning the award to see that it is in conformance with the spirit and dignity of the program, and that military security regulations and other policies of the Government are not infringed.

All national advertising and publicity shall be submitted in advance of use to the Marketing Reports Division, Office of Distribution, War Food Administration, Washington 25, D. C. This Division will have the material cleared through the Industry Operations Branch in Washington. It should be pointed out to the award-winning plant that all publicity and advertising material should stress the fact that the award has been given primarily in recognition of cooperative and excellent processing by management and employees.

LOCAL RADIO BROADCASTS

When an *Army officer* is assigned as the speaker, the Liaison Officer is charged with the responsibility of clearing the *complete script of local* radio broadcasts of War Food Administration Achievement "A" Award ceremonies through the Public Relations Officer of the military establishment from which the Army speaker comes or the Service Command in which the ceremony is being held if the speaker comes from Washington, D. C., without the necessity of referring it to the Marketing Reports Division in Washington.

When a *Navy officer* is assigned as the speaker, the text of his speech should be approved by the Cognizant Navy Public Relations Officer before delivery.

The *script of all other speakers*, on a *local* radio broadcast can be cleared by the Liaison Officer without referring it to the office from which the naval speaker comes, or to the Marketing Reports Division in Washington. *This in no way alters his obligation for obtaining a review by the War Food Administration if questions of security are involved, and the Liaison Officer does not feel qualified to pass upon them.*

A *local* radio broadcast is one which emanates from a station or stations located within a single service command.

NATIONAL BROADCAST

Complete scripts of all broadcasts of War Food Administration Achievement "A" Award ceremonies *over national networks*, whether sustaining or otherwise, must be submitted to the Marketing Reports Division, Office of Distribution, War Food Administration, Washington 25, D. C., for clearance through the Industry Operations Branch, Office of Distribution, Washington, D. C. When Army officers are the speakers, the Marketing Reports Division in Washington will also clear such copy through the Radio Branch, News Division, War Department, Bureau of Public Relations, Washington, D. C. The *complete script* must be submitted in time to reach Washington a week in advance of the ceremony.

It is highly important that these policies be made clear to the award-winning plant at the outset of conferences on ceremony arrangements. It is the Liaison Officer's responsibility to see that they are followed. *A statement as to whether the program is to be broadcast locally or nationally should be included in the "Report on Original Contact."* The names of stations involved should be furnished also.

If radio is used, activities of announcers and technicians should not interfere with visual aspects of the ceremony, which is designed primarily to impress those present. To avoid distracting the attention of the audience from the intent of the ceremony, announcers and technicians should operate from the wings or points near the platform, but not in view of the audience. In this way, they can give a running description of the ceremony and fill in so-called "dead spots" during the flag presentation and raising, and the award of pins, without distracting the attention of those present.

Similarly, news photographers should not be allowed to operate on the speaker's platform during the ceremony. Arrangements should be made to take the pictures either before or after the ceremony. This avoids confusion during the presentation program.

A *national* broadcast is one that ties in with radio stations located outside the area of the service command from which the broadcast emanates.

INITIAL PUBLICITY

All publicity in connection with individual "A" awards will be in the hands of Regional and State personnel--and, of course, the plant itself. The only public recognition from Washington, regarding individual awards, will be in the form of a weekly press release, listing the winners. This release will be published on Saturdays and will list announcements which were mailed the preceding Saturday.

If regional lists of winners are released to the press, it is suggested that they, too, be released on Saturdays. Local and State publicity regarding awards to individual plants may be issued at once.

Regional Marketing Reports Divisions will issue instructions and suggestions for handling this pre-presentation publicity. The Liaison Officer should not be hesitant about urging the award-winning plant to secure full cooperation of the local press, local and State officials, civic and business organizations, and others in building public recognition of the honor. This is encouraged because the greater the public understanding of the significance of the "A" award, the more effectively will the plant achieve its purpose of improving morale, stabilizing employment, and stimulating output in the industry.

Every effort should be made to build up local publicity smoothly from the time the award is announced to the climax reached on the day of the actual ceremony.

5. Official Ceremony Program

(Page 8 ... WFA "A" Award Manual)

The official ceremony program, outlined in the Achievement "A" Award Manual, must be followed. The program must not exceed 30 minutes. If it is possible to have a shorter program without decreasing the effectiveness, this is desirable.

Any deviation, occasioned by extraordinary circumstances, from the official program must have the written approval of the Industry Operations Branch, in advance of the ceremony.

The Master of Ceremonies, in introducing the pin presentation speaker, will explain that this is a "token" ceremony, and announce when and where the pins will be distributed to the employees.

The following is approved as the standard pin presentation speech. It requires 2 minutes to deliver. If the speaker desires to add to it, such additions should not require more than 2 minutes in delivery, and should be made ahead of the standard speech, concluding with the latter.

Pin Presentation Speech

The War Food Administration is responsible for planning and administering a program to produce, process, and deliver at the right time and the right place enough food to keep our civilian population and our armed forces in good working and fighting trim. We must also furnish food to our fighting allies and to liberated countries.

We are *not* trying to feed the world--we are delivering strategic quantities of food wherever it can save American lives, shorten the war, and help other people to help themselves! The victories in Russia, Africa, Italy, and the Pacific are due in no small part to the extra punch supplied by American food.

During the coming year about 14 percent of our food production will go to the American armed services. About 11 percent will go to our allies, our territories and possessions, and other friendly nations. Every victory we win means a greater burden on our food stockpile--a greater need to feed people who have been starved by the enemy--who need *only* food to make them fighters on our side.

Equally as important as food for our armed forces and for our allies is the food that keeps our civilian population hard at work--24 hours a day--making the weapons of war.

Every worker who has a part in producing, processing, and distributing food is helping shorten the road to victory. The President of the United States has stressed these points. His message to you, carried on the card to which these pins are attached, reads: "Food is a decisive weapon of war. Victory depends as much on our ability to produce food as on our ability to manufacture guns, planes, and ships. Our army of farmers and processors are fighting an important battle on the food front. Working diligently and skillfully, they are speeding this Nation and our Allies on to victory."

It is my privilege as a representative of the War Food Administration to present you with this pin. Your achievements have earned you the right to wear it. Wear it proudly. It signifies that a grateful Nation appreciates your outstanding contribution in this global war, where Food Fights for Freedom.

6. Notes

(Page 10 ... WFA "A" Award Manual)

Too much emphasis cannot be placed on the necessity of rehearsal by the principals in the correct handling and displaying of the flag. A mistake in this phase of the ceremony is most serious, and may well spoil the effectiveness of the entire program.

The Liaison Officer should make certain that the flag has been marked on both ends of the top so that there can be no danger of its being displayed upside down or with the wrong side facing the audience. The flag should be folded in accordion-pleated fashion so that it can be pulled out readily by employee and management representatives, when they display it to the audience.

The Liaison Officer should discourage the company from printing or engraving elaborate formal programs and invitations to guests. Experience has shown that only a small percentage of those invited actually attend.

The printing of lists of officials who do not attend gives the public the impression that too many governmental personnel are taking too much time away from regular duties at a time when the manpower situation is acute.

Similarly, the Liaison Officer should discourage the company from printing large and expensive scrapbooks as a historical record of the War Food Administration Achievement "A" Award ceremony. Both paper and photographic materials are scarce.

APPENDIX

(Pages 10 and 11 ... WFA "A" Award Manual)

One award flag will be furnished gratis by the War Food Administration to each plant receiving the award.

The award flag may not be flown over main offices of companies, one or more of whose plants have received the award, unless the employees of that office are eligible to wear award pins under the regulations governing the wearing of these pins.

SUPPLEMENT

1. Completion of Ceremony

Within 48 hours after completion of a ceremony, the Liaison Officer shall submit a written report to the Regional Director involved, with a copy to the Industry Operations Branch, Office of Distribution, War Food Administration, Washington 25, D. C., *indicating the total length of the ceremony, length of the speeches, problems and difficulties encountered, and any other special comments. If a printed program is used, a copy shall accompany the reports.*

2. Special Circumstances Affecting Ceremonies

There are possibilities that the labor situation, material supply, or other factors may change between the time of notification of the plant of the award by the Director of Food Distribution, and the actual ceremony date. If the condition seems critical or there is any possibility of a work stoppage during this interim period, the Liaison Officer should communicate immediately with the Industry Operations Branch. Similarly, the Liaison Officer will be informed should any such information be received in Washington.

3. Star Awards

Procedure governing star awards will be prepared at a later date.

